


Organizational Alternatives for Public Transportation in Anne Arundel County

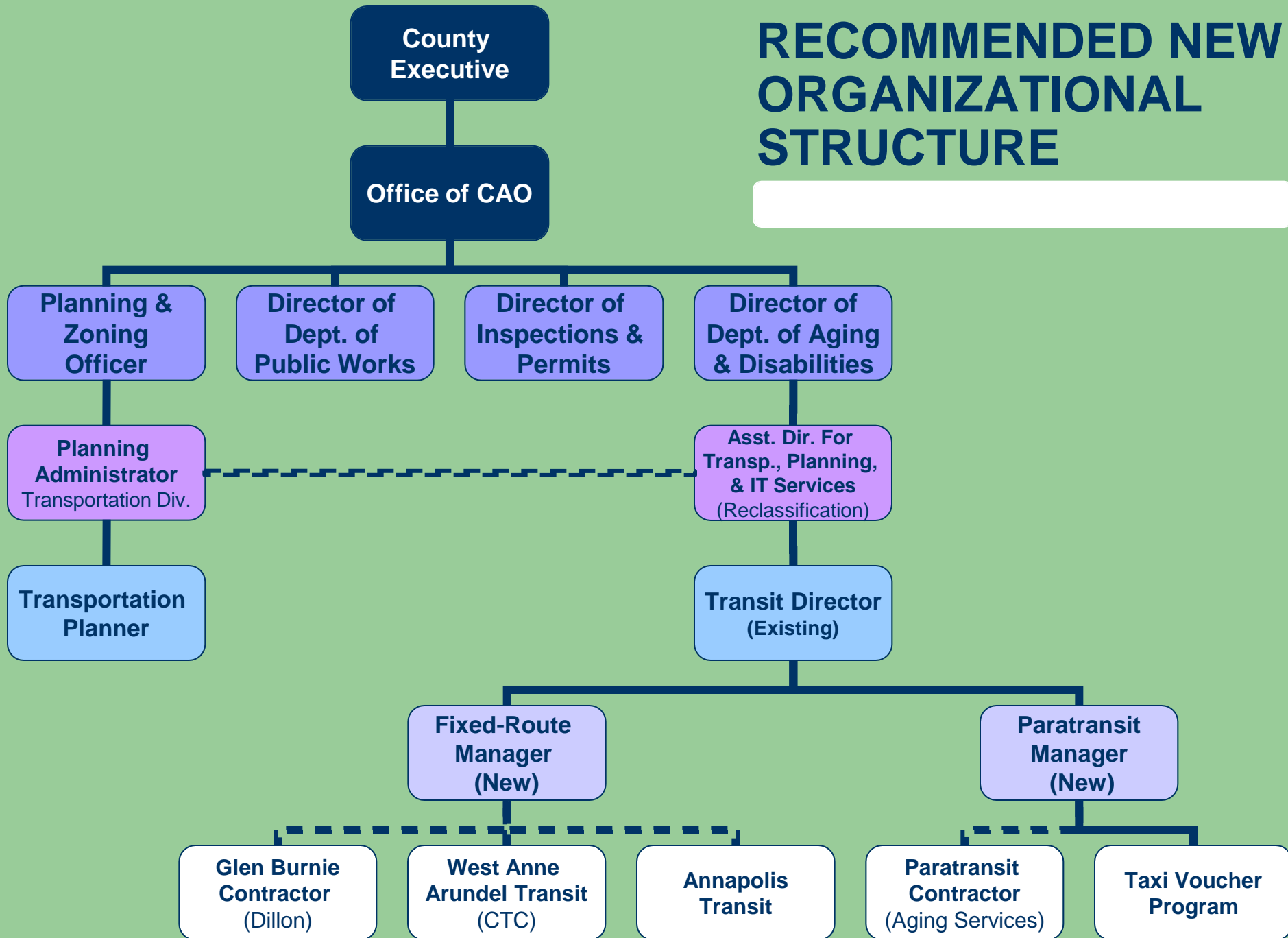
County Executive
Briefing 2/28/08



Recommendations

- Create a unified transit program under the Department of Aging and Disabilities to manage and administer fixed-route transit, ADA paratransit, and other paratransit (to include the Department of Aging and Disabilities, Health Department, and other coordinated human service transportation).
 - Department of Aging and Disabilities is an operating agency
 - Department of Aging and Disabilities is already operating a major transit program, and includes needed staff
- Reclassify existing position to create a new Assistant Director of Transportation, Planning, and IT (Grade 19, additional cost \$5,000, already requested in DAD budget), and two additional staff persons, a fixed-route Transit Program Manager, and a Paratransit Program Manager (new positions, Grade 17, estimated cost \$96,940). Expenses can be included in MTA grant application as Administrative Costs to the extent that administrative time is spent on transit programs.
- Contract for transit management and operation (Howard County model), rather than rely on MOU with CTC.
- Retain transit planning functions (oversight of short- and long-range planning, participation in BMC, support for grant applications, etc.) to remain with Planning and Zoning.
- Transition to MOU for joint procurement with Howard County and Laurel of both management and operations to be located in joint Central Maryland Transit Operations Facility.

RECOMMENDED NEW ORGANIZATIONAL STRUCTURE



Benefits

- Single transit management focus for Anne Arundel County:
 - Increases coordination between existing programs (prevents duplication of effort)
 - Provides additional staff to oversee contractors, ensure service quality, and provide financial oversight
 - Provides for a single management to oversee multiple contracts/MOUs
 - Builds on existing strengths in transit management and operation.
- Allows transportation planners in P & Z to focus on short- and long-range overall transportation planning needs (all modes).
- Sets the stage for transition to MOU with Howard County and Laurel/CTC for joint contracting of management and operations (out of Central Maryland Transit Operations Facility).
- Minimal increase in direct County personnel—transit management and operations contracted out.

Analysis Leading to Recommendations:

- Functions Needed to Support Transit
- Current and Projected Future Transit Services
- Current and Projected Future Transit Staffing Needs
- Maryland Transit Organizational Models
- Alternative Organizational Structures Considered
- Recommendations

What Functions are Needed to Support Transit?

- **Oversight:**
 - Medium and long-term planning
 - Contracting for management/operations: RFPs, selection, contracting
 - Contract monitoring
 - Review and submit grant applications for Federal/State funding
 - Monitor funding/invoicing/reimbursements/grant reporting
 - Compliance monitoring (Federal and State requirements such as Drug and Alcohol)
- **Management:**
 - Short-term operational planning
 - Preparation of grant applications
 - Finance/bookkeeping-preparation of invoices, revenue accounting, and reporting
 - Monitoring operations/service quality
 - Public information and Marketing—call-taking/customer service, brochures, web-site.
 - Procurement—vehicles, facilities, fuel, parts, computers, etc.
- **Operations:**
 - Schedule and dispatch operators
 - Street supervision
 - Operation of vehicle
 - Vehicle maintenance and repair
 - Facilities maintenance

What Transit Services are Provided in Anne Arundel County?

- MTA
 - Light Rail to Baltimore
 - MARC Commuter Rail to Washington and Baltimore
 - MTA Commuter Bus Routes from Annapolis to New Carrollton Metro and Washington, D.C.
 - MTA Bus Routes
- WMATA Routes B-29 (Crofton to New Carrollton Metro) and B30 (Greenbelt to BWI)
- Annapolis Transit:
 - Routes in the City
 - Service to destinations in the County—AACC, AAMC, Annapolis Mall, Parole, etc.
- Corridor Transportation Corporation (CTC)
 - West Anne Arundel (JARC) routes—Connect-a-Ride J and K
 - Laurel area Connect-a-Ride routes serving Anne Arundel—Routes B and F
 - SCOTS (South County route)

Existing Providers in Anne Arundel County (continued)

- Glen Burnie services (Dillon)
- Department of Aging and Disabilities
 - Curb-to-Curb paratransit for Seniors and Persons with Disabilities 18 and over
 - Taxi Voucher program
- Partners in Care (volunteers providing transportation evenings/weekends primarily for seniors and the disabled)
- Health Department—transportation for Medical Assistance (Medicaid) eligible persons for medical purposes only
- Other human service transportation providers such as Providence Center, Inc.; Arundel Lodge, Inc.; The Care Connection; Opportunity Builders, Inc.; Woods Adult Day Care Center

Current Scale of Transit Operations under Anne Arundel County Oversight

	CTC Contract (West County) Data from FY 2009 plan	Department of Aging and Disabilities	Annapolis Transit (info from Grant Application)
# Vehicles	Seven used on J and K, routes (total fleet of 21), plus one on SCOTS	39	28 but none dedicated to particular County services
# Routes	Two WAA contract routes—J,K,, plus service on two Connect-a-Ride routes-- B, F, routes, plus one SCOTS route to South County	Seniors taken to 7 senior centers; dialysis patients to 7 dialysis sites; other demand-response trips.	9 (8 since County Dept Social Services took over C-50 in Oct 2007)
Annual Vehicle Hours of Service	23,991 (WAA and SCOTS only)	67,149	48,983
Annual Vehicle Miles of Service	490,618 (FY 2006, Total for routes B, F, J, K)	1,200,000 (est.)	577,447
Annual Riders	386,739 Passenger trips (FY 2006, Total for routes B, F, J, K)	142,000-Van Transportation, 28,000-Taxi Program	1,484,343 Passenger trips-(total-County share not calculated)

Current Transit Organization and Staffing Levels in Anne Arundel County

- Department of Planning and Zoning: 0.5 FTE
 - 0.2 FTE Planning Administrator
 - 0.3 FTE Transportation Planner
- Department of Aging and Disabilities: Approximately 41.6 FTE
 - 1 FTE Transportation Director (County)
 - 1.6 FTE Schedulers (County)
 - 3 FTE Dispatchers (Two County employees, one Management Firm employee)
 - 1 FTE Verification/Data Entry Person (County)
 - 35 FTE Drivers (employed by Management Firm)

Potential Transit Service—Five to Ten Years (from previous TDP)

- Number of Vehicles:
 - County routes: 39 vehicles (includes existing 7)
- Number of Routes: 16
- Annual Vehicle Hours of Service: 132,613
- Annual Vehicle Miles of Service: 898,276

Potential Staffing Requirements at Full Implementation of TDP

- Non-Operating staff: 17
 - Management: 4
 - Monitoring/Oversight: 3
 - Customer Service: 5
 - Scheduling: 5
- Operating Staff: 125
 - Road Supervision: 3
 - Dispatching: 3
 - Operators: Fixed-Route: 69 FTE, ADA 10 FTE, Paratransit (Dept. of Aging & Disabilities) 35 FTE.
 - Maintenance: 5

Other Organizational Options—What Do Other Maryland Counties Do?

System	Planning/Oversight	Management	Operation
Anne Arundel County	County Planning and Zoning, Department of Aging and Disabilities	Transit Management under contract by CTC, Annapolis Transit; senior services managed by Dept. of Aging and Disabilities	Transit operations under contract to CTC; by Annapolis Transit; senior service operations under contract to STAR
Howard County	County Planning and Zoning	Both transit and demand responsive services (includes senior services) under contract by CTC	Transit and demand-responsive services (includes senior services) under contract to CTC by First Transit
Montgomery County	Transit Division in Dept. of Public Works and Transportation	County Transit Division	County operation and maintenance (formerly small bus services were contracted out)
Prince George's County	Office of Transportation (incl. Transit) in Dept. of Public Works and Transportation	County Transit staff	Fixed-route transit operation contracted out, paratransit (includes senior services) operated directly with County staff

Other Organizational Options (continued)

System	Planning/Oversight	Management	Operation
Frederick County	County Transit Department (formerly Transit Division in Department of Community Services)	County transit staff	Fixed-route and paratransit services all directly operated by County staff; maintenance by County Motor Pool staff at transit garage.
Harford County	Transit program under Department of Community Services	County transit staff	Transit operation by County staff; maintenance staff contracted.
Charles County	Transit program under Department of Community Services	County transit staff	All services operated by contractor.
Calvert County	Transit program under Department of Community Resources	County transit staff	All services operated by County staff.

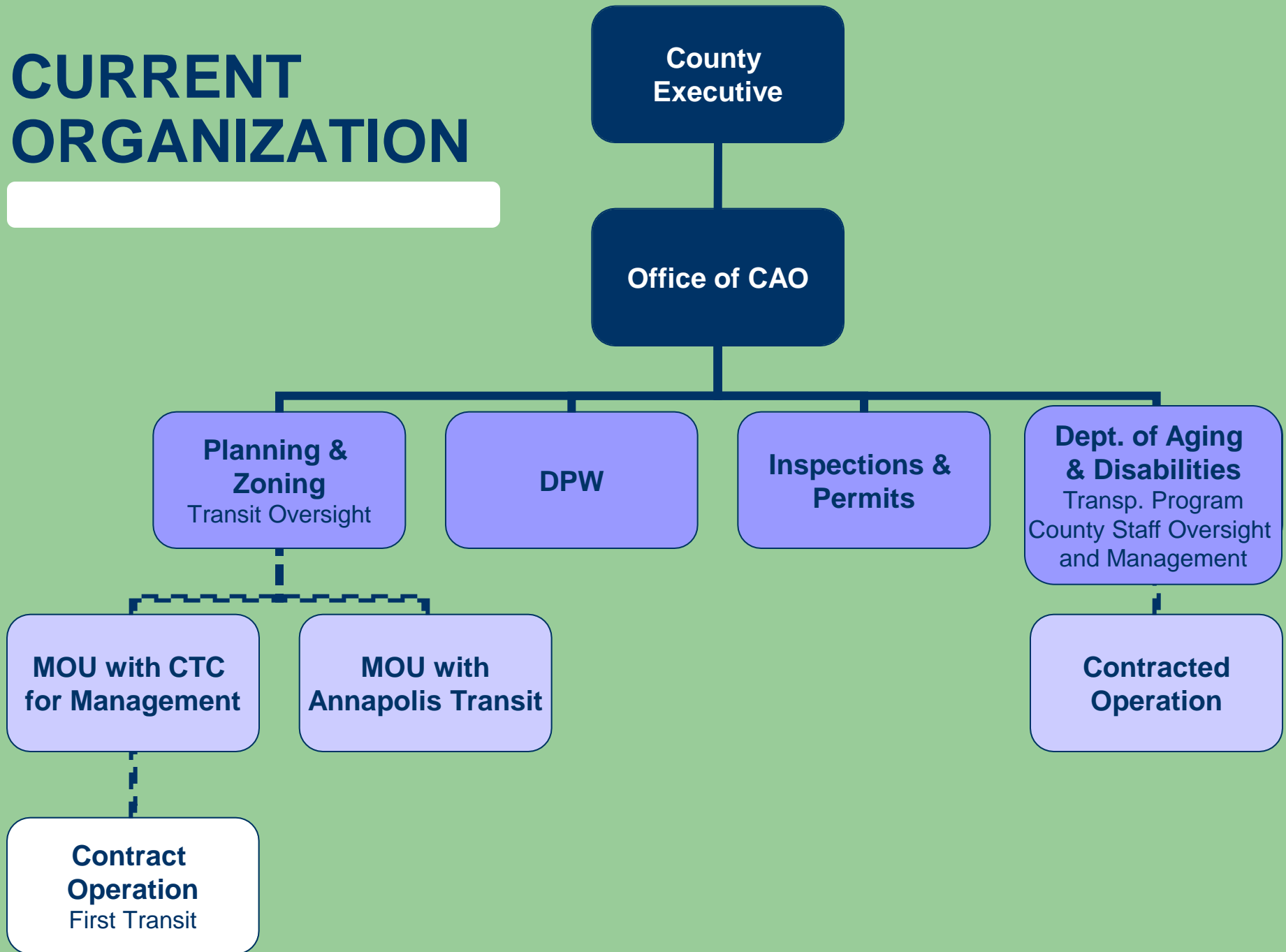
Multi-Jurisdictional Organizations

- Many states have regional transit authorities with multiple jurisdictions represented on policy boards—Maryland has no enabling legislation to allow creation of regional transit authorities, so there are none in Maryland except WMATA.
- A possible model comes from California, the Foothills Transit Zone east of Los Angeles:
 - Thirty cities and counties represented on a policy board under a Joint Powers Agreement, Executive Committee has day-to-day oversight. There are no transit system employees.
 - Management contractor manages the transit system under contract to the Board.
 - Operations contracted to two firms, one in each of two garages.

Key Decisions

- Level of County transit program—division, department?
- Location of County transit program—Planning and Zoning, Department of Aging and Disabilities, or new division?
- County staff functions?
- Contracted functions—if any?
- Jurisdictional cooperation?
- Public advisory role?
- Transit policy board role?

CURRENT ORGANIZATION



Option 1: County Oversight and Management, Direct County Operation (Frederick County Model)

- Description: All transit functions (including CTC services, other fixed-route services, City of Annapolis contribution, and Department of Aging and Disabilities transportation program) brought in-house, placed in a transit division under Department of Aging and Disabilities. Transit planning remains in Planning and Zoning, provides planning support to unified transit program. Maintenance functions under County motor pool at transit garage (near-term, later at Central Maryland Transit Operations Facility).
- County Non-Operating Staff Required (at projected service level): 17
- County Operating Staff Required: 125
- Advantages:
 - Direct county control over service delivery, potential for better service quality.
 - Possible higher pay and benefits would reduce turnover, offers potential for higher service quality.
 - Costs not dependent on scale of operation (size of bid).
- Disadvantages:
 - Lack of flexibility in adding or cutting services (staffing).
 - Potential cost issues if County pay scales are higher than private sector, and/or benefits are higher.

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Option 1: COUNTY OVERSIGHT, MANAGEMENT, AND DIRECT OPERATION UNDER DEPT. OF AGING AND DISABILITIES

Planning & Zoning
Transit Planning

DPW

Inspections & Permits

Dept. of Aging & Disabilities

Transit Program Oversight

County Management for AA Co. Services

MOU with Annapolis Transit

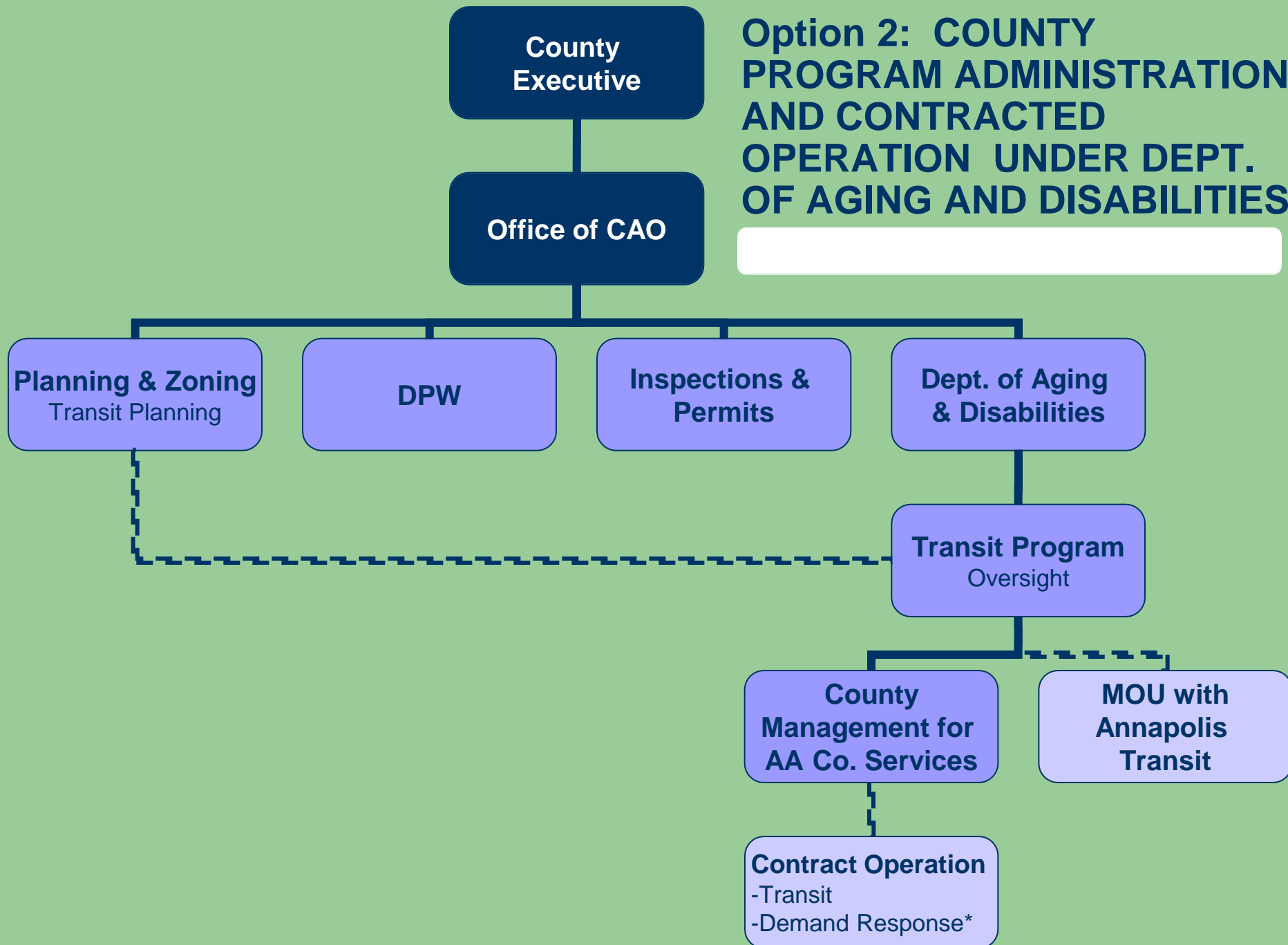
County Operation
-Transit
-Demand Response*

*Includes senior transportation.

Option 2: County Program Administration, Contracted Operation (Charles County model)

- Description: All transit oversight and management functions in-house in a transit division under Department of Aging and Disabilities. Operations contracted out.
- Non-operating (county) staff required: 17
- No operating staff required.
- Advantages:
 - Fewer county employees than in-house management and operation
 - Flexibility to add or cut service (add or gain operating employees through contractor)
- Disadvantages:
 - Service delivery not directly under county control, possible quality of service issues
 - Small scale of operating contract could lead to higher unit costs

Option 2: COUNTY PROGRAM ADMINISTRATION AND CONTRACTED OPERATION UNDER DEPT. OF AGING AND DISABILITIES



*Includes senior transportation.

Option 3: County Oversight, Contracted Management, Contracted Operation (Howard County model)

- Description: Transit oversight functions in-house, management contracted out, operation provided by sub-contractors to management contractor.
- Non-operating (county) staff required: 3.6 FTE
- No operating staff required.
- Advantages:
 - Fewest county employees
 - Flexibility in cutting/adding service (neither management nor operators are county employees)
 - County independence in setting service levels, other policies
 - No cost allocation needed
- Disadvantages:
 - Small scale of single county operation will lead to higher unit costs for management, operation
 - Facility and vehicle fleet costs not shared, no scale economies

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**Option 3: COUNTY
OVERSIGHT, CONTRACTED
MANAGEMENT AND
OPERATION UNDER DEPT.
OF AGING AND DISABILITIES**

Planning & Zoning
Transit Planning

DPW

**Inspections &
Permits**

**Dept. of Aging
& Disabilities**

**Transit Program
Oversight**

**Contract
Management for
AA Co. Services**

**MOU with
Annapolis
Transit**

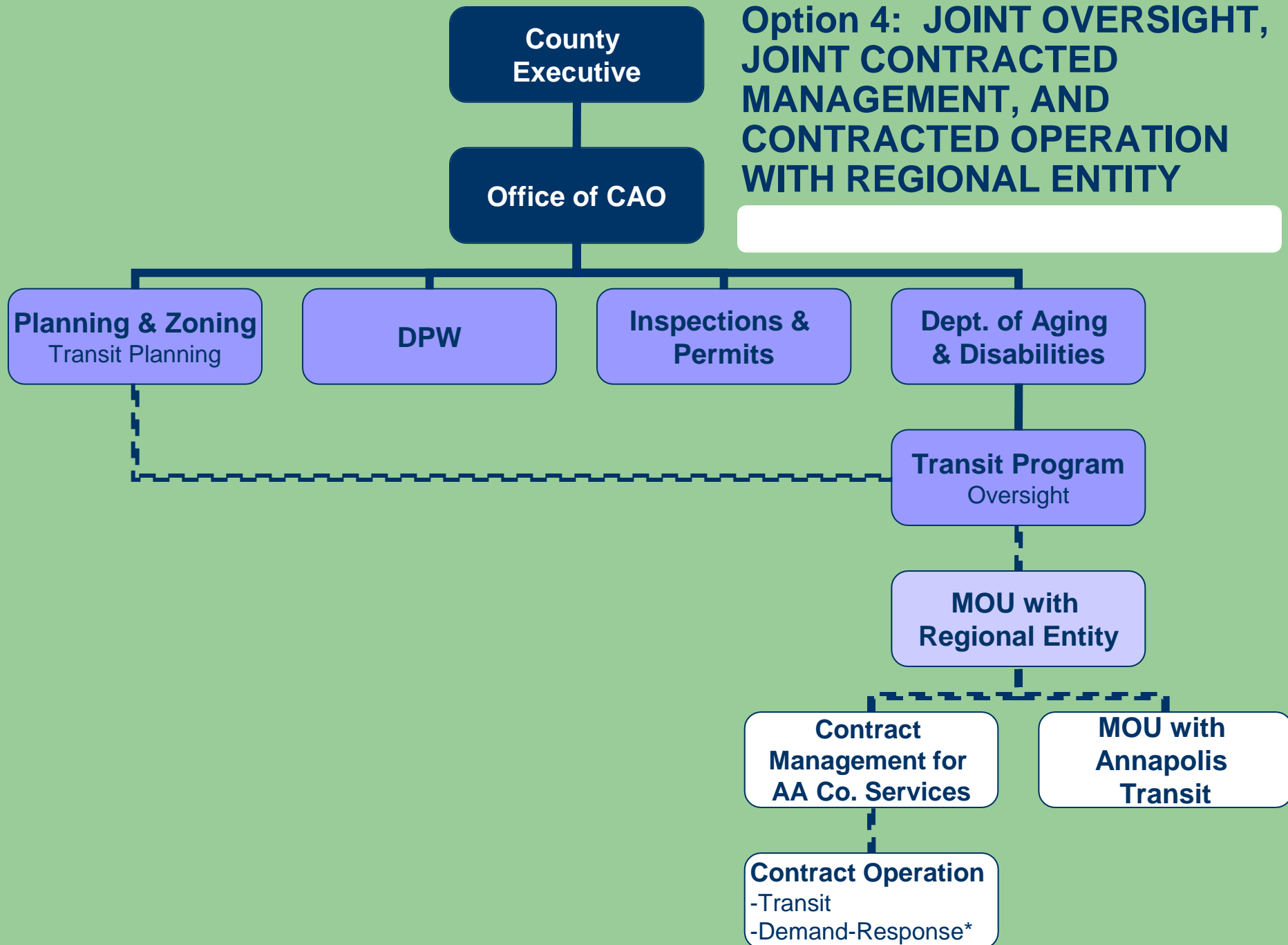
Contract Operation
-Transit
-Demand-Response*

*Includes senior transportation.

Option 4: Joint Oversight, Joint Contracted Management, Contracted Operation (Foothills Model)

- Description: Transit oversight functions in-house, management contracted on regional basis under MOU with other jurisdictions (anticipated to be Howard County, Laurel), operation provided by subcontractors to management contractor under a single contract.
- Non-operating (county) staff required: 1.6 FTE
- No operating staff required.
- Advantages:
 - Fewest county employees
 - Flexibility in cutting/adding service (neither management nor operators are county employees)
 - Large scale of bids for management and operation results in lower unit costs.
 - Single large shared facility has potential cost savings over separate jurisdictional facilities
 - Improved regional service coordination
- Disadvantages:
 - Agreement with other jurisdictions on MOU required
 - Creation of joint policy board
 - Need for state enabling legislation for enhanced Board powers-need legal input.

Option 4: JOINT OVERSIGHT, JOINT CONTRACTED MANAGEMENT, AND CONTRACTED OPERATION WITH REGIONAL ENTITY



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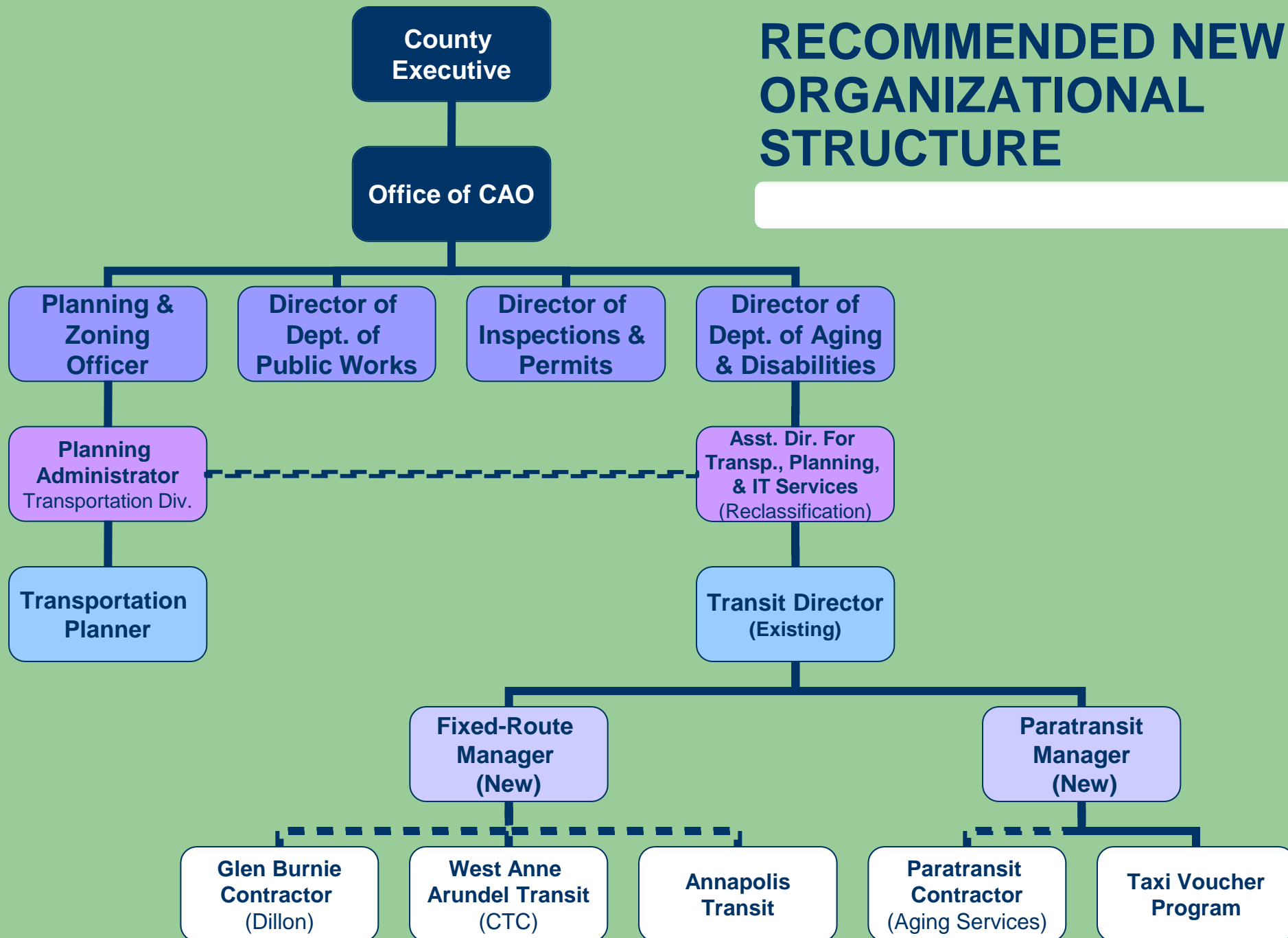
Option 4 (cont.): Model Developed for the Central Maryland Transit Operations Facility Planning Study/MOA

- MOA between Anne Arundel County, Howard County, and CTC/Laurel to jointly provide for transit
- Jurisdictional partners have a single contract for management
- Management firm to contract for operations
- Management and operations contractors housed at a single, combined transit facility

Recommendations

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